

Chapter 8: Facilities and Technology

A. Buildings and Equipment

The construction or remodeling of the library building is one of the most exciting and ambitious projects a library can undertake. The library's initial step is the formation of a building team that draws in a variety of individuals. The basic building team usually consists of the library director and staff representatives, selected board members, appropriate government officials, the architect and, later, the building contractor.

The library's building team prepares a building program. The building program is a description of the library's:

- Goals and objectives;
- Service area and population;
- Service statistics;
- Existing and projected services and collections;
- Projected need for space, equipment and furnishings;
- Function and area relationships;
- Technical and legal requirements; and
- Local needs or requirements.

Hiring the right architectural firm is the most critical step in a successful building program. While experience with library design is important, rapport and the ability to communicate between the architect and the library's building team are equally necessary. The architect should be free to create an individual design but needs to be open to significant input from the team regarding the library's specific needs.

Financing a new or expanded facility is always a major financial challenge. Some options for funding include a millage vote or bond issue, community fund raising, securing a mortgage against the present facility, or setting aside part of the library fund as a capital improvement or building fund.

It is hardly possible to over-prepare for a building project. Such projects can be frustrating and time-consuming, but they also can infuse library staff and board members

with excitement about the community's future library service. The rewards, like the challenges, are great.

The Quality Services Audit Checklist has a special section for libraries that are considering a new building or an addition to an existing building. Your cooperative may have resources to help in the planning process.

B. Technology

Library technology projects improve the efficiency of library services and raise the quality of service to patrons. Technology is a complex and rapidly changing area and often requires the services of a consultant or outside advisor. Some examples of library technology projects are:

- Purchasing a microcomputer and software packages for automating office work, implementing electronic mail, using the Internet and accessing available databases;
- Subscribing to online reference services to gain information on business, agriculture, medicine, law, science, education and other topics; and
- Installing an integrated library system (ILS) to automate all library/patron transactions.

Library technology is ever changing. At the library, you are never "done" with technology. As soon as one major technology project is completed, it is usually time to start planning another. A library's budget should include allocations for technology improvements on a regular basis.

All Michigan libraries are required to have technology plans on file with the Library of Michigan, if they are applying for federal E-rate funds. More information can be found at the Library of Michigan's Web site: http://www.michigan.gov/hal/0,1607,7-160-17451_18668_18690---,00.html and at the QSAC Appendix Web site <http://www.plfig.org/qsac-appendices.htm>.

Checklist for Chapter 8

- ⇒ Has the board recently considered the need for remodeling the library or building a new library facility?
- ⇒ Does your library have a technology plan on file with the Library of Michigan?

Chapter 9: Intellectual Freedom

Protecting the Public's Right to Information

A. Intellectual Freedom

The library board has the responsibility of championing the cause of intellectual freedom, which includes fighting censorship efforts. This responsibility calls for the right of library access for all members of a community to obtain library-held materials and information. This is a challenging and sometimes uncomfortable responsibility, but it is one you agreed to support when you became a library board member.

The selection of library materials is a central activity in support of intellectual freedom. Collection development includes a selection policy written and approved by the board that reflects the library's objectives in providing materials. It also supports the right of all members of the community to have access to a wide range of materials, including items some people might find objectionable.

Persons objecting to library materials may request the library remove the items. To respectfully carry out its duties, the library board needs to adopt a policy and procedure for addressing such patron complaints. The patron is usually required to discuss the matter with the director or specified staff member and to define the matter before the board considers the complaint.

Some protests about library materials result in patrons appearing at regular board meetings to present their points of view. The Michigan Open Meetings Act requires boards to give any member of the public an opportunity to address the board on any subject central to library operations. (*See Appendix B, Libraries and the Law*). This is not an unlimited right, and boards can adopt rules to limit the length or volume of such presentations. Such rules provide reasonable time limits, while still respecting free speech and open participation of the citizenry.

One common objection refers to materials as being "obscene," a word that is usually legally inaccurate. It is unlikely that any material commonly found in libraries fits the legal definition of the word "obscene." However, if an item is ruled legally "obscene," the library staff is immune from prosecution and there is little chance of legal action being brought successfully against the board or its trustees.

Handling a censorship attempt can be an uncomfortable experience. It helps to remember that what trustees feel as individuals is separate from the legal duties as library board members.

The Michigan Library Association's handbook on intellectual freedom is available at http://www.mla.lib.mi.us/units/committee/ifc/ifc_pdfs/ifmanual.pdf. This handbook includes sample forms and policies, and a wealth of other information on censorship. The American Library Association's Office of Intellectual Freedom contains helpful online information concerning censorship challenges at <http://www.ala.org/ala/oif/challengesupport/challengesupport.htm>.

Board training on how to assume its responsibility of protecting intellectual freedom and how to cope with censorship challenges is invaluable. Handling a challenge to library materials can be emotionally unsettling. Be prepared with policies and background to meet any challenge.

B. Collection Development

A library's collection-development policy must be written down and approved by the library board in a formal meeting. If a library is faced with a formal censorship challenge, the written materials-selection policy gives the board a local statement to rely on in its defense of the challenged material. Obviously, book reviews and other outside sources are helpful in defending the material, but a collection development policy adopted by the local library board before a challenge arises provides the best defense.

For good selection policy advice, see the Michigan Library Association's Handbook on Intellectual Freedom, 2003 edition, found at http://www.mla.lib.mi.us/units/committee/ifc/ifc_pdfs/ifmanual.pdf and the Library of Michigan's Quality Services Audit Checklist Collection Development Appendix found at http://www.mla.lib.mi.us/units/committee/ifc/ifc_pdfs/ifmanual.pdf.

A materials selection policy contains the following:

- **Statement of purpose of the materials selection policy** (why does the public library have a materials selection policy?);
- **Responsibility for selection** (who selects library materials?);
- **Budget allocation** (how will funds be allocated for collection development?);
- **Criteria for selection** (what are the broad requirements for including materials in the library's collection?);
- **Description of the selection process** (how are materials selected?);
- **Gift items** (what are the criteria for adding gift items to the collection and how are they handled?);

- **Weeding (de-selection) of materials** (what are the criteria for removing materials from the collection?);
- **Steps for handling objections to materials** (if an item is challenged, how will the library formally respond?);
- **National standards** (American Library Association's "Library Bill of Rights" found at: <http://www.ala.org/ala/oif/statementspols/statementsif/librarybillrights.htm>); and
- **Local procedures** (a standard written complaint form for the patron to fill out, usually called a "reconsideration of library materials") Your cooperative director will help you find sample forms.

C. Patron's Right of Access to Libraries

The Michigan Constitution, Article 8, Section 9, provides for access to public libraries by Michigan residents. The Elliott-Larsen Civil Rights Act, Public Act 453 of 1976, provides that public accommodations, which include public libraries, may not discriminate against patrons based on "religion, race, color, national origin, age, sex, height, weight or marital status."

Because Michigan public libraries are required to provide access to Michigan residents, and because the Elliott-Larsen Civil Rights Act indicates that public libraries may not discriminate based on any of these conditions, a public library board must make all facets of library service available to all residents, regardless of classifications.

Checklist for Chapter 9

- ⇒ Do you understand the library's duty to make a wide range of materials available to the public, including materials that some will consider offensive?
- ⇒ Are you familiar with the Library Bill of Rights and the Freedom to Read statement?
- ⇒ Has your board adopted a written materials selection policy?
- ⇒ Does the policy include provisions on handling patron complaints about library materials?
- ⇒ Do you know how to proceed against attempts to censor library materials?

Chapter 10: The Director

In Chapter 1, we read that the library board is responsible for broad policymaking for the public library. It's the library director who is responsible for carrying out those policies in the day-to-day management of the library. It follows that the board's most important function is to hire a good director and then to delegate to him or her sufficient authority to run the library. The board is responsible for hiring, supervising and evaluating the director. The board, however, delegates to the library director the hiring, supervision and evaluation of all other staff. In essence, the board has one employee: the director.

Basic delegation is done through the official job description of the library director. Further delegation of authority is made through formal resolutions of the library board in an open meeting. By passing such a resolution and its inclusion in the bylaws, board members have the means to remind members of their agreement to let the director run the library.

The director is the person appointed by the board of trustees to administer the library, chosen because of his or her professional competence to carry out this responsibility. The director's primary duty is to assist the library board in making sound decisions on behalf of the public. A director fulfills this duty by undertaking and managing the following responsibilities (in larger libraries, many of these duties are delegated by the library director to other staff members):

Administration. The director assumes responsibility for administration of the library within the framework of a board-approved strategic plan, policy manual and budget. The director reports on each area at board meetings and keeps the board up-to-date between meetings via email. The director attends all regular and special board meetings, and Friends of the Library board meetings as well.

Human Resources. The director employs and directs all staff within the guidelines established by board-approved personnel policies or union contracts.

Collection Development. The director manages the selection and purchase of library materials.

Planning. The director works with the board on strategic planning, helping to analyze the library's strengths and weaknesses, to assess community needs, to recommend plans for the library's growth, and, specifically, the means to implement those plans. The director administers the strategic plan adopted by the board.

Policies. The director recommends policies as needed and advises the board on the merits of decisions under consideration. The director administers the library in accordance with adopted policies, and interprets policies to staff and public.

Finance. The director prepares annual budgets based on present and anticipated needs in relation to the library's strategic plan. The director supplies information to the board to aid in members' interpretation of the library's financial needs. In communities where the library funding is by appropriation, the director attends budget hearings to answer questions on library administration and financial details. The director decides on the use of money within the budget allotment and recommends budget revisions in planned expenditures.

Advocacy. The director participates in community activities and works with other local agencies and groups on behalf of the library. The director seeks to influence governmental action at the local, state and national levels, on behalf of public library services. The director calls the board's attention to any pending legislation that affects library funding.

Continuing Education. The director attends workshops and conferences, helps orient new trustees and, by supplying relevant information, encourages board members to study library-related topics. The director alerts trustees of important meetings for them to attend and recommends budget allotment for librarian and trustee expenses for membership and attendance at meetings.

Although most library functions are delegated to the library director, there are functions the library board cannot delegate. These include:

- Hiring, evaluating, disciplining and dismissing the director;
- Final approval of the budget;
- Final approval of new building plans and construction contracts;
- Accepting large in-kind donations or donations with specific restrictive conditions; and
- Ratification of union contracts.

Checklist for Chapter 10

- ⇒ Has your board written a clear job description stating the specific duties of the director?
- ⇒ Does your board know the state certification requirements for the library director?
- ⇒ Has your board delegated the proper amount of authority to the library director?

Quality Services Audit Checklist (QSAC) Measures for Trustees

Essential Level – Core Measure for Governance/Administration

There is a director. The library board hires the director, or, if an advisory board, assists in the hiring. The board evaluates the director on a regular basis.

Essential Level – Core Measure for Human Resources

The library gives each board member a copy of the *Michigan Public Library Trustee Manual*.

Essential Level – Elective Measure for Human Resources

Any first-time administrator and chair of the board of trustees attends the New Directors and Trustees Workshop offered by the Library of Michigan.

Chapter 11: Friends of the Library

Many public libraries benefit from a volunteer non-profit group known as “Friends of the Library.” “The Friends,” as they are called is an organization whose members volunteer their assistance on behalf of the library.

Friends groups are an invaluable asset for a library. They are motivated to promote the services of the library to the community. They serve as advocates for the library, working to influence public opinion and governmental action on behalf of the library on the local level. In conjunction with a state level group known as Friends of Michigan Libraries, they work on the state and national level on behalf of public library services. This state organization offers at its Web site, <http://www.foml.org/>, a handbook, named Friends.link, “dedicated to assisting libraries in finding answers to fundamental concerns about Friends’ organizations.”

Friends also collectively use their influence to assist the board in obtaining desired financial support. Their financial support during a district library or millage campaign can be the key to a successful outcome.

Friends usually work to raise additional funds to augment a library’s budget. Organizing community book sales, offering special programs and selling homegrown cookbooks are just three of the many ways Friends groups generate extra funds from their community. Working with the library director, and with approval of the library board, Friends select areas of the library they wish to support with these supplemental funds.

Representatives of the Friends often serve on library planning committees. They report their observations of library and community needs and suggest how their organization can help. It is good library practice for a library board member to attend Friends’ board meetings as an official representative of the board. The same is true for the Friends’ board, selecting a member to represent the Friends at library board meetings. Time on the agenda can be set aside for a Friends’ report.

Library trustees and library staff members show their support by membership in the Friends of the Library. However, to avoid conflicts of interest, current trustees and staff should not hold office in the Friends of the Library organization. Doing so could jeopardize the Friends’ standing as a non-profit organization.

Checklist for Chapter 11

- ⇒ Does your board understand how a Friends group can help the library?
- ⇒ Does your board understand its relationship to the Friends group?

Quality Services Audit Checklist (QSAC) Measures for Trustees

Enhanced Level – Elective Measure for Public Relations

The library board and administration promote the formation of, and support active participation in, a Friends group.

Chapter 12: Continuing Education, Resources and Support

A. Continuing Education

Continuing education (CE) is the all-inclusive term for training, staff development, career development and any other educational activity an individual engages in after receiving a formal academic degree

Library board members are responsible for seeing that library employees have the necessary knowledge, skills and abilities to do the job. This includes continuing education as needed. Trustees ensure that the library budget incorporates amounts to cover staff CE expenses.

Continuing education for the trustees is also important. While trustees are not expected to acquire the education necessary to be librarians, they need to know how to do their jobs well, to understand the changing world of librarianship, and to be able to recognize the needs and demands of their changing communities.

As you have read this manual, you've encountered areas where you would like to increase your knowledge. The agencies listed below provide trustees with many continuing education programs and opportunities. These agencies also provide trustees with information, advice and support.

B. Resources and Support

The Library of Michigan. The Library of Michigan (LM) is the official state library agency for Michigan. On Oct. 1, 2001, the library became part of the Michigan Department of History, Arts and Libraries (HAL). In part, the Library of Michigan mission statement reads:

The Library of Michigan promotes, advocates and consistently works to achieve the highest level of library service to the State of Michigan, its government, its libraries, and its residents.

As the state library agency, the Library of Michigan has the dual role of (1) providing direct service to patrons from its own staff and collections and (2) fostering the development of quality library service throughout the state.

In its role as a support agency for library development, the Library of Michigan provides resources and services to the library community. Library of Michigan staff members provide help to library staff and trustees in administering state aid, penal fines, millages, the legal establishment of libraries, grant administration, statewide resources, continuing education, children's services, staff certification and quality measures certification.

The Library of Michigan provides a variety of educational opportunities for trustees, including this manual. LM sponsors workshops to update trustees on the basics of trusteeship as well as latest developments in the field. Other workshops include new director and trustee workshops, financial seminars for directors and trustees, grant writing and library law workshops, and the Mahoney Children's workshop. Ask your library director for current information, or check LM's Web site: <http://titan.libraryofmichigan.org/cgi-bin/webevent.cgi?cmd=open&cal=cal2&>. This Web site links you to a calendar of all library continuing education events in the state.

Every two years, the Library of Michigan supports the Loleta Fyan Small and Rural Libraries Conference. Usually held in the northern part of the state, this conference focuses, as its name suggests, on the specific needs and challenges of libraries serving patrons in small communities and in rural areas of Michigan. Traditionally this conference has a day set aside with programs especially for trustees.

The Library of Michigan administers the Library Services Technology Act (LSTA) federal grants for library services. The Library of Michigan encourages the sharing of resources through library networking and automation and funds projects such as the Michigan Electronic Library (MeL) with its popular statewide database licenses.

Most recently, the Library of Michigan, using LSTA funds, has supported projects that allow libraries to join a statewide catalog, MeLCat. The catalog will give any Michigan resident, whose library participates, the opportunity to locate and borrow materials not owned by their local libraries.

Please call upon staff of the Library of Michigan for assistance. The toll-free number is (877) 479-0021.

Public Library Cooperatives. At board meetings, you hear references to “the co-op.” The State Aid to Public Libraries Act, Public Act 189 of 1977, provides for the establishment and funding of public library cooperatives. There are currently 12 operating cooperatives whose boundaries cover the entire state.

Cooperative directors act as general consultants to the member libraries. Library cooperatives also offer various support services for member libraries. These services vary among the cooperatives, depending on the specific needs of its members. Priority is given to resource sharing and professional development of library staff and board members. Other optional services are automation, centralized processing, cataloging, delivery service and rotating collections.

Membership in the cooperative is voluntary for the public libraries located within the cooperative’s geographic boundaries. If a public library qualifies for state aid, they also qualify for an equal amount of state aid, that may be used all or in part for cooperatives services. Some cooperatives also offer services, which public library members may elect to receive and pay for out of their general library fund. In addition, cooperatives receive direct state aid payments for its operating expenses.

Each public library cooperative is governed by a nine-member cooperative board, made up of representatives from the member libraries. Some boards are comprised entirely of trustees, some are entirely directors, while other cooperative boards include both.

After new trustees have gained experience, they may be asked to serve on the cooperative board. It’s a good way to learn more about regional and statewide library issues, and to make further use of your expertise as a trustee to serve your library.

The Michigan Library Association. The Michigan Library Association (MLA) engages in a number of activities to increase awareness of the benefits of good library service. MLA makes use of a registered lobbyist on behalf of libraries. The executive director serves as a spokesperson for MLA at legislative hearings and in meetings with state officials. By working with its lobbyist, MLA is able to maintain a daily presence at the Capitol and maximize the effectiveness of the executive director and library members in communicating with legislators.

The association provides a legislative update via e-mail to all institutional members. MLA's Advocacy Web site includes MLA's policy positions and links to legislative resources. For more information, see <http://www.mla.lib.mi.us/advocacy.htm>

MLA's Public Policy Committee sets MLA's legislative agenda, alerts members of legislative activity and works with the executive director and lobbyist on policy statements. The Public Policy Committee's Web page can be found at:
<http://www.mla.lib.mi.us/units/committee/ppc/index.htm>

The Association has a group specifically for library trustees, the Trustees and Advocates Division. The goal of this unit is to "provide better communication with all library trustees in order to further improve libraries and library service throughout the state." Their Web site is
<http://www.mla.lib.mi.us/units/roundtable/trus/index.html>. Call (517) 394-2774 for more information.

The Michigan Library Association sponsors an annual library conference for library staff and trustees. Every fall, this conference offers four days of learning opportunities for the trustees, directors and staff of libraries of all sizes and types. Information about conference programs for trustees can be viewed at the Trustee and Advocates Division Web site.

MLA's Intellectual Freedom Committee carefully monitors activities in the state that appear to be attempts at censorship and guards against legislative attempts to curb free speech. The Intellectual Freedom Committee acts as a resource for library staff and trustees needing assistance in meeting censorship challenges. This committee also updates its Intellectual Freedom Handbook, available free online. More information can be found at its Web site:
<http://www.mla.lib.mi.us/units/committee/ifc/index.html>.

Michigan Library Consortium. The Michigan Library Consortium (MLC) is a non-profit membership organization comprised of all types of libraries in Michigan. MLC is a convenient, single point of contact for training, support and group purchasing of library products and services. MLC saves member libraries time and money.

MLC is governed by a board comprised of librarians from all types of libraries: school, public, special and academic. The Library of Michigan has a permanent seat on MLC's board. The MLC Board's goal is "technologically advanced, effective and relevant libraries," and all MLC activities are directed toward achieving this goal.

MLC has taken a leadership role on statewide initiatives to provide expanded services to the citizens of Michigan. Thanks to a grant contract with the Library of Michigan, MLC staff is involved with all facets of the Michigan Electronic Library (MeL) project, including training and support for MeL Databases, implementation of MeL Catalog and MeL Delivery, planning for MeL Digital and providing technical support and server space for MeL Internet.

American Library Association and the American Library Trustee Association. The American Library Association (ALA) and the American Library Trustee Association (ALTA) both provide support and educational opportunities for trustees through conferences, newsletters, publications and programs. Visit ALTA's Web site at <http://www.ala.org/ala/alta/alta.htm>.

Library Consultants. A library's staff and board of trustees cannot include all the expertise and training the library will need to conduct its programs. At some time, a library may need the services of an outside consultant who can suggest correct procedures, prevent mistakes, introduce fresh ideas and defuse controversy.

Appropriate consultant services may include:

- A certified public accountant (CPA). In Michigan, a CPA must complete and file the library's annual audit;
- An attorney;
- A building consultant;
- An architect;
- A library services consultant;
- A technology consultant;
- A strategic-planning consultant; and
- A fund-raising professional.

The director drafts a request for proposal (RFP) for the needed services for potential consultants to review. After the RFP is approved by the board, a bid is selected, and a contract is signed by both parties before the consultant begins the project.

There are a number of ways to locate a consultant appropriate to a library's needs. Local government employees, your cooperative director and other cooperative members, the Library of Michigan and the Michigan Library Association can all offer recommendations for locating qualified consultants. Helpful publications for finding good consultants include:

- Michigan Library Association's Professional Services Directory (2004), found at the Web site: <http://www.mla.lib.mi.us/units/unitpdfs/proservdir04.pdf>.
- Chief Officers of State Library Agencies (COSLA) Directory: State library agencies, consultants, and administrative staff, compiled by Association of Specialized and Cooperative Library Agencies' Headquarters Staff for the Chief Officers of State Library Agencies. Published in Chicago by the Association of Specialized and Cooperative Library Agencies (ASCLA).

- Library Buildings Consultant List, edited by the Library Administration and Management Association, Buildings and Equipment Section, and published by the America Library Association in Chicago.

Checklist for Chapter 12

- ⇒ Have you attended any continuing-education programs for library trustees?
- ⇒ Are you able to sign up and receive ACCESS, the Library of Michigan's online newsletter at:
http://www.michigan.gov/hal/0,1607,7-160-18835_18895_20702--,00.html?
- ⇒ What cooperative-provided services does your library currently use?
- ⇒ Are you a member of the Michigan Library Association's Trustee and Advocates Division?

Quality Services Audit Checklist (QSAC) Measures for Trustees

Essential Level – Elective Measure for Human Resources

Any first-time administrator and chair of the board of trustees attends the New Directors and Trustees Workshop offered by the Library of Michigan.

Enhanced Level – Elective Measure for Human Resources

Library trustees participate in at least one continuing-education opportunity every other year. Such opportunities include the Library of Michigan's New Directors and Trustees Workshop, the Michigan Library Association's annual conference and other Library of Michigan and Michigan Library Association, and library cooperative-sponsored programs.

Enhanced Level – Elective Measure for Governance/Administration

The library provides funds for an annual board development workshop or the board completes continuing education activities at the local, regional or state level.

Appendix A: Public Library Establishment

There are six different types of public libraries in Michigan: city, village, township, district, county and school district libraries. Your authority as a trustee depends on which type of library you serve. The next sub-sections detail the state statutes that give your board the legal right to govern your library. These statutes can be found in detail in the publication, Library Laws Handbook, published by the Library of Michigan. Copies are available free of charge from the Library of Michigan.

Reading the section that pertains to your library will tell you if your responsibilities are governing or recommending. For example, a district library board has the final authority for your library. A county library board, however, makes recommendations to the county commissioners, which has final authority over the library's operations. There may be local contracts specific to your library, that determine your exact measure of authority. Regardless of which type of board leads your library, this manual is designed to help you make effective library decisions.

A. City Public Library

A city public library may be established in one of five ways:

- Public Act 164 of 1877, Section 1. (See Michigan Compiled Laws 397.201.);
- Public Act 164 of 1877, Section 10a. (See Michigan Compiled Laws 397.210a.);
- Charter provision;
- Ordinance; and
- Special act.

A city public library established under Section 1 of Public Act 164 of 1877 has a five-member appointed board. A city public library established under Section 10a of Public Act 164 of 1877 has a six-member elected board. City libraries may also be established by provision in the city charter or, in some special cases, by city ordinance or by special act of the state Legislature. These provisions, city charter or ordinance or special act will outline the details of the board membership and type.

A city public library, regardless of its original organization, may be reorganized under Section 10a of Public Act 164 of 1877. The reorganization involves a petition

signed by at least 50 voters and approval of an establishment/millage issue at the regular annual election.

Libraries established under either Section 1 or Section 10a of Public Act 164 of 1877 have autonomous boards. Their authority is outlined in Section 5 of the Act. (See Michigan Compiled Laws 397.205.) City libraries established by city charter, special act, or ordinance may or may not have autonomous boards, depending on the specific provisions of the establishment instrument.

B. Village Public Library

Village public libraries are established by vote of the electorate pursuant to Section 10 of Public Act 164 of 1877. (See Michigan Compiled Laws 397.210.) Village libraries established under Section 10 have six-member elected boards. (See Michigan Compiled Laws 397.211.) This board has powers enumerated in Section 5 of the Act. (See Michigan Compiled Laws 297.205.) They are autonomous boards.

C. Township Public Library

Township public libraries are established by vote of the electorate under Section 10 of Public Act 164 of 1877. A township library established pursuant to Section 10 of the Act has a six-member elected library board. (See Michigan Compiled Laws 397.211.) Their powers are enumerated in Section 5 of the Act. (See Michigan Compiled Laws 397.205.)

Township public libraries that do not have six-member elected boards and that were not established pursuant to Public Act 164 of 1877 may have been established pursuant to a former law, Public Act 265 of 1959, which was repealed several years ago. Under that repealed statute, the township board acted as the library board.

If a township library was established under the repealed statute, there is no statutory method of funding the library, and the library should be re-established pursuant to Section 10, Public Act 164 of 1877 (See Michigan Compiled Law 397.210) in order to obtain stable millage funding. Re-establishment under Section 10 requires voter approval of an establishment/millage issue at a regular annual election.

D. District Public Library

District libraries are authorized by Public Act 24 of 1989. Section 6 of that act (See Michigan Compiled Law 397.176) grandfathered into operation all district libraries established under the previous statute, Public Act 164 of 1955.

District libraries are comprised of two or more municipalities, which have joined together to establish library service for their residents. The statute defines a “municipality” as a city, village, school district, township, or county. They have **autonomous library boards**, which may be elected (seven members) or appointed (five to eight members), as indicated by each district library’s individual Organizational Plan or District Library Agreement.

For further information on district libraries, consult the Library of Michigan’s publication, the Library of Michigan’s District Library Law document at http://www.michigan.gov/documents/hal_lm_distliblaw_51001_7.pdf.

E. County Public Library

County libraries are established pursuant to Public Act 138 of 1917. (See Michigan Compiled Law 397.301 *et seq.*). County libraries have five-member **advisory boards** appointed by the county board of commissioners. Counties with populations over 1 million have seven-member boards. These boards have the powers enumerated in Section 2, Public Act 138 of 1917 (See Michigan Compiled Law 397.302).

The county library’s legal service area includes all areas of the county, except those areas served by other legally established public libraries. County library often have a legal service area of less than the entire county. Millages for county libraries are authorized by the county commissioners, and must be voted on by all residents of the county.

F. School District Public Library

Prior to March 1994, school district public libraries were established pursuant to Section 1451 of the School Code of 1976 (See Michigan Compiled Law 380.1451). The governing board of a school district public library is the school board, although state aid regulations require the school board to appoint an advisory board as well.

In March 1994, Michigan voters approved Proposal A, which eliminated all millage funding for school district public libraries. Although the establishment of new school district public libraries is still authorized under state law, these libraries face significant funding challenges. Most school district public libraries have re-established as district libraries due to the elimination of millage funding under Proposal A.

Appendix B: Libraries and the Law

The Open Meetings Act, Freedom of Information Act, Michigan Privacy Act, USA Patriot Act and Children's Internet Protection Act

You do not need to be a lawyer to be an excellent board member. However, a basic understanding of how these five acts affect library service will help you in governing your library. A library will, as is pointed out from time to time in this manual, need legal counsel. The more informed you are, as a board member, on the legal issues that affect your library, the better use you will make of this counsel.

A. Michigan Open Meetings Act (Act No. 267 of the Public Acts of 1976, Michigan Compiled Law 15.261-15.275).

General Information. The Open Meetings Act applies to all board meetings, regardless of type of library and board. Board members who come with experience from other non-profit boards may not realize that library boards are held to a different standard when it comes to conducting open meetings. Library boards, whether of the governing type or the advisory type, are considered public bodies and are subject to all of the rules of the Open Meetings Act. Language of the complete act can be found in the Library of Michigan's publication Library Laws Handbook.

Failure to follow the legal demands of the Open Meeting Act can result in criminal and civil action being taken against the board. Equally as serious, the public loses faith in the library board and consequently, the library itself.

The Open Meetings Act supersedes all local resolutions. For example, standing rules concerning requirements for meetings must be open to the public. The Open Meetings Act also covers meeting minutes, notices and postings. Meetings are defined as such when a quorum is present. Closed sessions are meetings or parts of meetings that are closed to the public.

Board members need to keep in mind the five following rules of the Open Meetings Act:

- All meetings of a public body are open to the public and held at a place available to the general public unless specifically exempted by a provision of this Act. **The best place to hold your board meetings is at the library.**
- All decisions are to be made at meetings open to the public.
- Whenever a quorum of its members is present, all deliberations, except as exempted by this act, take place at a meeting open to the public.
- Any members of the public that wish to attend may do so. They need not supply their names or any other information as a condition for their attendance at the meeting.
- Members of the public have the right to address the public body. However, the library board may establish rules governing the public's right to speak, as long as they are recorded in the board's bylaws. Rules regulating the right of public address may include the length of time any one person may be permitted to speak, the portion of the agenda set aside for public address, and a requirement that persons wishing to address the board identify themselves. The rules may also require that if a large group knows in advance that it will attend a meeting and address the board, it must make that desire known to the body in advance so as to facilitate planning time allotments and room size.

The Open Meetings Act does **not** apply to:

- A board committee that adopts a non-policymaking resolution. The purpose is not to deliberate toward, or render a decision on, public policy. However, a good rule of thumb is to treat committee meetings as if they were governed by the Open Meetings Act.
- Social or team-building gatherings, such as board picnics or retreats, chance gatherings or conferences such as Michigan Library Association's annual conference, that are not designed to avoid the act, are exempt from the Open Meetings Act.

Meeting Notices. Library boards are required to post notices of all their meetings. The Open Meetings Act dictates the contents of the notice, the locations where it is to be posted and the timing of the postings. These duties fall to library staff, but the board must formally designate by resolution a person to carry out the posting of the required public notices.

Closed Sessions. There are only five valid reasons for a library board to close a meeting. Procedures for closing a meeting are found in Library Laws Handbook, available from the Library of Michigan.

1. Disciplinary proceedings, or personnel evaluation of, a public officer, employee, staff member or individual agent **when said person requests a closed hearing.** The library board itself may NOT close a meeting for this purpose; only the employee may do so.
2. Disciplinary proceedings against a student by a public body that is part of the educational system that the student is attending, **when the student or his parents or guardians so request.**
3. Strategy and negotiation sessions connected with a collective bargaining agreement when **either** party so requests.
4. Consideration of the purchase or lease of real property until an option to purchase or lease the particular property is obtained.
5. Consultation with counsel regarding settlement strategy in connection with specific pending litigation, but only when an open meeting would have detrimental **financial** effect on the litigation or settlement position of the public body.

Minutes. The Open Meeting Act contains specific language regarding library board, advisory and governing, minutes. Minutes for all meetings shall reflect the following:

1. Date, time, place and members present and absent;
2. Any decisions made at an open meeting;
3. Purpose or purposes for which a closed session was held; and
4. All roll call votes

Timing of corrections to the minutes, their location and their availability are also part of the act. The posting schedule dictated by the Open Meetings Act can be found in Appendix C of this document.

B. The Freedom of Information Act (FOIA)

The federal Freedom of Information Act (FOIA) protects the public's right to know what their governmental agencies are doing. A member of the public may apply, at any time, for library records, except personnel and circulation records. The most common requests are for board meeting minutes and many libraries keep an extra copy at the information desk for patrons who wish to read them.

The board must appoint a FOIA coordinator. For convenience' sake, this person is usually the director. FOIA requests must be made in writing. The library may charge a fee for large requests, such as copying an entire year of board minutes. For more

details concerning the law, consult the Library Laws Handbook, available from the Library of Michigan.

C. Michigan Privacy Act (Public Act 455 of 1982, Michigan Compiled Law 397.601-397.605)

Michigan's Privacy Act is legislation that protects many aspects of our lives, including library records. In libraries, the act applies mostly to circulation and Internet use records. The act provides for the protection of library records, an exemption to FOIA. A library may not disclose "library records" to any person without the written consent of the person liable for payment for or return of the materials identified in that library record.

A "library record" is defined in the act as "... a document, record or other method of storing information retained by a library that contains information that personally identifies a library patron, including the patron's name, address or telephone number, or that identifies a person as having requested or obtained specific materials from a library." Your library needs to have in place policies that reflect the law's charge to protect the public from untoward invasions of privacy. Staff members, particularly those who work in circulation, need specific training, so as not to violate the act.

If Internet access is provided, the act requires the adoption and enforcement of a system or method designed to prevent minors from viewing obscene or sexually explicit matter harmful to them. Consult your director and cooperative director for more information.

D. Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism (USA Patriot Act)

As part of an FBI investigation, board members and library staff can be served with a federal search warrant or court order that supersedes the Michigan Privacy Act. The order is a formal request for the production of tangibles such books, records, papers and other documents.

Those served with such an order may NOT disclose to anyone its existence, or that federal law enforcement has obtained what it sought, **except to those necessary to obtain the materials sought in the warrant.** If your library policy says that only the director can reply to U.S. Patriot Act requests, this means that all such requests can be given to the director. Also, include in your policy the requirement that the director contact the library's attorney for advice.

A good educational source on the Patriot Act is the Michigan Library Association's video series **USA PATRIOT Act Workshop**, published in March of 2003.

The series includes 3 VHS tapes for a cost of \$150, or a six-week rental for \$50 plus return postage. The tapes include discussions with a diverse set of speakers about the USA Patriot Act. Speaker handouts in most cases come with the tapes.

E. Children's Internet Protection Act (CIPA)

On June 23, 2003, the United States Supreme Court overturned the United States District Court for the Eastern District of Pennsylvania and reinstated the filtering mandate for public libraries found in the Children's Internet Protection Act (CIPA). In short, the High Court ruled that public libraries that receive funds through the Library Services and Technology Act (LSTA) or E-rate programs for Internet access must install software to block obscene or pornographic images to prevent minors from accessing materials harmful to them, as well as adopt an Internet safety policy.

Please note that the U.S. Supreme Court decision only applies to those public libraries that receive E-rate funds for Internet access, or internal connections, or LSTA funds for Internet access or for purchasing personal computers. If your library does not receive those types of federal funds, these legal implications do not apply.

The ruling means that public libraries need to use content filters to block visual depictions of child pornography, obscene materials for children under the age of 17, and materials harmful to minors, or forego E-rate funds for Internet access, or internal connections, or LSTA funds for Internet access, or for purchasing personal computers. These requirements apply to both staff and patron computers that access the Internet.

Checklist for Appendix B

- ⇒ Do you understand the reasons for avoiding closed sessions whenever possible?
- ⇒ Do you respect the public's rights of attendance and participation at board meetings?
- ⇒ Does your library have a Freedom of Information Officer and policy?
- ⇒ Do your circulation and Internet policies comply with the Michigan Privacy Act?
- ⇒ Does your library have a U.S. Patriot Act policy?
- ⇒ Does your library comply with the requirements of Children's Internet Protection Act?

Quality Services Audit Checklist (QSAC) Measures for Trustees

Essential Level – Core Measure for Governance/Administration

The board provides public access to minutes, policies, financial records and other documents in accordance with the Freedom of Information Act.

Essential Level – Core Measure for Governance/Administration

The board meets at least bimonthly and complies with the Michigan Open Meetings Act.
The board maintains minutes of its meetings in accordance with state law.

Enhanced Level – Core Measure for Governance/Administration

The board meets monthly and complies with the Michigan Open Meetings Act.

Appendix C: Posting Schedule for the Open Meetings Act

Regularly scheduled meetings: Ten (10) days after the first meeting in a calendar or fiscal year, the public body must give notice (described above) of the schedule for regular meetings for the remainder of the year.

(a) Regular Meetings – Change of Schedule: Within three (3) days after a meeting at which the schedule for regular meetings is changed, notice must be given of the new regular meeting dates, times and places.

(b) Rescheduled Regular Meetings: At least 18 hours prior to a rescheduled public meeting, notice must be given of that particular rescheduled meeting.

(c) Special Meetings: At least 18 hours prior to a special meeting, notice must be given. The 18-hour notice does not apply to special meetings of sub-committees.

(d) Reconvened Meetings: If a meeting is recessed for more than 36 hours, then the notice shall be given 18 hours prior to reconvening the meeting.

(e) Emergency Meetings: In the event of severe and imminent threat to the health, safety or welfare of the public, no notice is required to hold any meeting if two-thirds of the members serving on the public body decide that delay would be detrimental to efforts to respond to the threat.

(f) Meetings in Residential Dwellings: A meeting may only take place in a residential dwelling if a nonresidential building within the boundary of the local governmental or school district is not available without cost to the public body. Notice must be published not less than two days before the date of the meeting in a newspaper of general circulation in the city or township where the meeting will be held.

The notice must be published as a display advertisement, and must conspicuously set off the following language: “This meeting is open to all members of the public under Michigan’s Open Meetings Act.”

(g) Additional Recipients of Notice

- (1) Public At Large: The public body shall send a copy of the notice to any individual, firm, organization or corporation that submits a written request. Said notices are to be sent by first-class mail at the times designated above. For this service, the requesting party shall pay a yearly fee which reflects the reasonable estimated cost of printing and postage of such notices.
- (2) Media: Upon written request to the public body, any newspaper published in the state or any radio or television station located in the state shall receive copies of all notices from that public body at the time said notices are to be posted. There shall be no fee for this service.

Appendix D: Ethics Statement for Public Library Trustees

The Michigan Library Association has adopted the following code of ethics for library trustees:

“Government is a trust, and the officers of government are trustees; and both the trust and trustees are created for the benefit of the people.” So postulated Henry Clay in 1829 in a speech in Kentucky.

Trustees in the capacity of trust upon them, shall observe ethical standards with absolute truth, integrity and honor.

Trustees must avoid situations in which personal interests might be served or financial benefits gained at the expense of library users, colleagues or the situation.

It is incumbent upon any trustee to disqualify himself-herself immediately whenever the appearance of a conflict of interest exists.

Trustees must distinguish clearly in their actions and statements between their personal philosophies and attitudes and those of the institution, acknowledging the formal position of the board even if they personally disagree.

A trustee must respect the confidential nature of library business while being aware and in compliance with applicable laws governing freedom of information.

Trustees must be prepared to support to the fullest the efforts of librarians in resisting censorship of library materials by groups or individuals.

Trustees who accept library board responsibilities are expected to perform all the functions of library trustees.

Adopted by the Michigan Library Association Executive Board June 19, 1989

Appendix E: Quality Services Audit Checklist for Trustees

A. Essential Level

Governance/Administration – Core

- There is a director. The library board hires the director, or, if an advisory board, assists in the hiring. The board evaluates the director on a regular basis.
- The board meets at least bimonthly and complies with the Michigan Open Meetings Act. The board maintains minutes of its meetings in accordance with state law.
- The board has approved bylaws that define its board officers, such as president, secretary and treasurer; outlines its purpose and operational procedures; and addresses board conflict-of-interest issues. The board periodically reviews and, if necessary, updates its bylaws.
- The board is responsible for approving written policies for all aspects of library services such as services offered, collection development, personnel, maintenance, technology, finance and public relations.
- The board provides public access to minutes, policies, financial records and other documents in accordance with the Freedom of Information Act.
- The board adopts an annual budget and reviews monthly financial reports. If appropriate to its governance, the board contracts for and reviews an annual audit. The board maintains appropriate insurances.
- New board members participate in an orientation program which includes a description of library services, the role of the Library of Michigan, and library cooperatives, instruction on their role as policy makers versus policy implementers and a complete tour of the library facilities.

Governance/Administration – Elective

- Board members, Friends members and other citizens act as advocates for the library. The library encourages their participation at the local, cooperative, state and national levels.
- The board participates in an orientation program that includes background on the Michigan Open Meetings Act, guidelines for setting agendas and methods for running meetings.

Human Resources – Core

- The library gives each board member a copy of the Michigan Public Library Trustee Manual.

Human Resources – Elective

- Any first-time administrator or chair of the board of trustees attends the New Directors and Trustees Workshop offered by the Library of Michigan.

Public Relations – Core

- The library board approves a public relations policy. The library board and staff annually evaluate its policies and procedures in terms of their effect on the public and the library's public relations efforts.

B. Enhanced Level

Human Resources – Elective

- Library trustees participate in at least one continuing-education opportunity every other year. Such opportunities include the Library of Michigan's New Directors and Trustees Workshop (Nov. 13), the Michigan Library Association's annual conference and other Library of Michigan, Michigan Library Association and library cooperative-sponsored programs.
- The library board encourages and supports staff, with budget allocations and release time, to be involved in community organizations and activities. Typical local organizations for library staff to work with are the chamber of commerce, Kiwanis, Rotary, school boards, planning committees, historical and genealogical societies, senior centers, public and private schools, foundations, governmental units and other non-profit organizations.

Governance/Administration – Core

- The board meets monthly and complies with the Michigan Open Meetings Act.
- The board adopts a written financial plan including a written

procurement plan for purchasing materials necessary to operate the library.

- The board approves a plan to recognize contributions to the library.

Governance/Administration – Elective

- The library provides funds for an annual board development workshop or the board completes continuing education activities at the local, regional or state level.
- The director and/or board member make at least annual appearances before local funding officials, if applicable.

Public Relations – Elective

- The library board and administration promote the formation of and support active participation in a Friends group.

C. Excellent Level

Governance/Administration – Core

- The board establishes a policy regarding, and a plan for the acceptance, of gifts of real and personal property, endowment funds and planned giving.

Governance/Administration – Elective

- The director and board regularly participate in Michigan Library Association legislative activities.
- If applicable, all board members join the regional trustee group.

Human Resources – Elective

- The library pays for board members' membership in the Michigan Library Association.
- The board recruits candidates with expertise in identified areas (such as legal, marketing and insurance), or to represent a segment of the population.

Appendix F: Hiring, Evaluating and Dismissing a Library Director

A. Hiring a Library Director

The person hired as library director represents the library board as the administrator of the library, and the library board essentially has to answer for any actions of the library director.

With careful planning, inclusion of an accurate job description and a thorough interview process, the board puts itself in a good position to hire the best person for the job. By ensuring the interview and hiring process is legally sound, the board should avoid lawsuits from unsuccessful applicants.

The first step is writing a clear job description that states the specific duties of the library director. An abbreviated form of the job description may be used in the job posting, but complete job descriptions should be sent to applicants for the position. Your cooperative director can help you find sample job descriptions if you do not already have one.

The job description indicates the minimum requirements for education and work experience. Prior to writing the job description, library boards can contact the Library of Michigan Library Development Office at 877-479-0021 to learn the state aid certification requirements (educational status) for their particular library. *Failure to meet minimum requirements will result in the library losing state aid funds.*

The job description also includes any preferred characteristics, such as specific job experience or other work-related qualifications. Note that library boards may hire a person who does not meet all of the “preferred” qualifications but may not hire a person with less than the stated minimum requirements.

For both minimum requirements and preferred qualifications, do not list anything unless it is job-related. Also, do not list any discriminatory requirements or qualifications unless they are directly related to the job. For example, the requirement that the applicant be in “excellent health” may be interpreted as discrimination against the handicapped. It is quite likely that a handicapped person who is not in “excellent health” could perform the library director’s job quite satisfactorily. Never include any qualifications based on religion, race, color, national origin, age, sex, height, weight or marital status.

To select candidates for an interview, check applicants for eligibility against the requirement criteria.

There are two important things the board needs to know about the interview process:

Open Meetings Act Requirements

When hiring a new director, the library board must carefully follow the requirements of the Open Meetings Act (see Appendix B, Libraries and the Law). The act requires boards to conduct their business in an open manner that permits public scrutiny.

The board’s consideration of employment applications should be done in open session, unless the person named in the application requests confidentiality, in which case the board must go into closed session. Members of the public are not permitted to attend closed sessions.

Interviews must be held in open session. The public may attend interviews, but they are not permitted to ask questions or make statements during interviews. The Open Meetings Act requires that the interviews be held in public buildings. Notice of all interviews must be posted at the library.

Open Meetings Act violations lead to serious problems, especially in the hiring process, so be sure all members of the library board understand and follow all parts of the Open Meetings Act.

Illegal Questions

During the interview of the candidate, the library board is not permitted to ask any questions related to the following:

- Marital status
- Nationality or religion
- Age

- Race, height or weight
- Specific handicaps, health and diseases (except for “Do you have any physical or mental disability which would prevent you from performing the job as described in the job description and the interview process?”)
- Citizenship (except for the questions “Are you a U.S. citizen?” and “If not, are you legally in this country and legally able to work here?”)
- Criminal history (you may ask whether a person has been convicted of a crime or whether the person has any felony charges pending against them. You may not, however, ask about arrests.)

Note: These last two questions are usually covered on the application form.

Note that these “illegal” questions may not be asked on the written application form or during the oral interview process. If the board asks an illegal question of an applicant, and the applicant is subsequently hired, there will be no problem. Problems arise, however, if an applicant is asked an illegal question and answers it, and the board does not hire that applicant. In that case, the applicant may file a suit against the library board for discrimination in hiring.

Ask each applicant the same questions and in the same order. This not only helps protect against asking illegal questions, but it also helps to focus the library board’s questions on pertinent issues relating to the applicant’s job-related abilities. Also, by asking the same questions of each applicant, it is easier to compare applicants when the interview process is completed.

Library boards are encouraged to attend workshops on interviewing and hiring, as well as to read articles on interviewing prior to beginning the process. Some boards hire professional consultants to help them hire a new director. Remember, too, that your library cooperative director can provide great assistance.

B. Evaluating a Library Director

Just as the library director performs annual staff evaluations, the library board annually assesses the work and performance of the library director. This evaluation is performed during a board meeting conducted pursuant to the Open Meetings Act. However, the director has the option of having the evaluation conducted in a “closed session” (see Chapter 4).

The annual evaluation is based on the library director’s job description and goals agreed upon at the time of hiring (or subsequent agreed-upon revisions). The annual evaluation may be linked to salary increase.

There are several reasons for conducting annual evaluations of the director. First, the evaluation lets the library director know if he or she is effectively performing the job expected by the library board. If the library director is not living up to the board's expectations, it may be due to a lack of communication between the board and the library director. The annual evaluation is a good time to clear up any miscommunications.

The annual evaluation is also a good time for the board to communicate its expectations for the upcoming year. It will be easier for the library director to fulfill the board's expectations if they are clearly communicated during the evaluation process.

The library director's first annual evaluation should not be sprung on the library director "by surprise" or with short notice. Rather, shortly after the director is hired, he or she should meet with the board to outline goals for the year and determine criteria for evaluation.

C. Dismissing a Library Director

If there is a serious problem with the library director's performance, don't wait until the annual evaluation to address the situation. The library board or the board's personnel committee, as a group (and in a closed session if the library director requests it), needs to communicate its concerns or displeasure with the librarian's performance as soon as possible. This gives the library director adequate time to adjust his or her performance to meet the wishes of the library board.

If the library director is unwilling or unable to change his or her performance to meet the demands of the library board, dismissal of the library director may be necessary. The library board should not dismiss the library director without careful consideration of the facts, as it is not uncommon for dismissed employees to bring wrongful termination lawsuits against their former employers.

Be sure to determine whether your board is the proper body to do the firing. For example, the library boards of city, village and township libraries established pursuant to Public Act 164 of 1877 are authorized by statute to fire employees. Other types of city or township libraries may or may not have that authority.

Unless the director is hired “at will” the library board must also look at the reasons for dismissal. Is the reason legal? If the library director’s contract indicates that he or she may be terminated only for “just cause,” does the reason for termination qualify as “just cause?” For example, firing someone because they attempted to organize a union would not be legal.

The reason for dismissal must be reasonably related to the job. For example, being drunk on the job, poor attendance or illegal activities at work are all be reasons for dismissal that would satisfy the “just cause” requirement.

Before the board fires the library director for any reason, even if it is for “just cause,” the board should first document the behavior and have proof of notice to the employee to stop the behavior. The following seven factors should be considered prior to making a final decision to dismiss a library director:

- Was there notice to the employee?
- Was the reason for termination reasonably related to library employment?
- Was there an investigation and documentation?
- Was the investigation fair and objective?
- Was there proof of a violation?
- Have other library employees in similar situations been treated in the same manner?
- Is termination of the library director an appropriate penalty? In other words, even if the library director has done something wrong, has been given notice and has not ceased the activity, is termination too harsh a penalty? Or is there some lesser penalty that would be more reasonable?

Prior to any termination, it is important to remember that the library director may be “acting improperly” not because of “insubordination,” but because of poor communication by the library board. Without clear communication from the board, the librarian may not be aware of the problem. If the reason for terminating the library director is “poor performance,” the library board must document that notice was given prior to termination and that the library director was given an opportunity to improve performance. The documentation must indicate specific requests made by the library board, which the library director did not carry out.

The problems that arise when an employee is dismissed highlight the importance of the library board hiring a good library director in the first place.

Glossary of Terms

Ad Hoc

For this; for this special purpose. Ad hoc board committees are established for a specific period of time; for example a building committee would cease to exist upon the completion of a building project.

Administration

The staff of the library that has financial responsibility for the library. These administrators plan, organize and control the activities of the library so that long-term objectives many be achieved.

Advisory Board

Advises a library director and local government on library concerns, promotes library service in the community and advocates for the library on a local, regional and state level. This entity is the liaison for the service area, the local governmental authority and the library. The responsibilities are outlined locally.

Children's Programming

Conducting or sponsoring special events, such as story times, book discussions, summer reading motivational activities and others to encourage children to read and use the library and its resources.

Circulation of Materials

The library checks items in and out of its collection on temporary loan to library users.

Community Need

A mixture of local interest, populations and age mix, and the availability of programming through a community's other social, cultural and recreational organizations.

Database

A file of digitized information (bibliographic references, abstracts, full-text documents, directory entries, images, statistics, etc.) consisting of records of uniform format organized for ease and speed of search and retrieval.

Digitize

To transcribe printed data into a digital format so it can be directly processed and accessed by a computer.

Delegation

The transfer of authority by one person or board to another; the entrusting of a general power to another to act for the good of those who appoint him or her.

Et Seq.

An abbreviation for “et sequentes,” meaning “and the following.”

Friends of the Library

Volunteer community support group that often raises funds and supports legislative advocacy for the library.

Governing Board

A board (established by Michigan law) that has legal, financial, policy-making and planning responsibilities for all library operations. This board selects and evaluates the library director.

Integrated Library System (ILS)

A system that allows for circulation, computer catalog, acquisitions, cataloguing, inter-library loan and database operations to be delivered online.

Interlibrary Loan

When a library identifies a user’s requested item as not being in its collection, the library will canvass other libraries’ catalogs to locate the item, and then borrow it on behalf of the user from the library which owns it.

Ipsa Facto

By the fact itself, by the mere fact; by the mere effect of an act or a fact.

Legal Service Area

Geographical area and its residents for which a public library has been established to offer services and from which the library derives income. It may also include other areas served under contract.

Mission Statement

A concise statement of the library’s purpose, it identifies the area served, how the library serves its customers and how the library is unique.

Operating Budget

Includes all expenditures except capital expenses and debt retirement.

Per Capita

By the head, according to the number of individuals.

Reference Staff/Service

Staff available during a library's hours of operation to assist users in clarifying their information needs and then help them locate information resources to address those needs, including instruction to efficiently navigate the information resources.

Reciprocal Borrowing

Independent cooperating libraries agreeing to loan materials to each other's patrons.

Statutory

Relating to a statute; created or defined by a statute; required by a statute; conforming to a statute.